

5.5 Training Activities

Creating the Training Strategy is the first step in developing a comprehensive training program to support the SCEIS solution for the State. This section contains the next steps in the preparation for training, development of the SCEIS Training Plan, and recommendations for on-going training support.

5.5.1 Realization Action Plan

The following tasks in Exhibit 4.5.1-1 have been identified to support continued development and preparation for end-user training. Any agency responsibilities for these tasks will be determined on an agency-by-agency basis through the Agency Implementation Plan and the Agency Support Team. This information is detailed in the Agency Implementation Plan section of the Business Blueprint document.

Exhibit 5.5.1-1 Training Realization Activities

Category	Major Training Tasks
End-user Assessment	Develop list of potential users – number, location, and type (core or “power” user vs. casual or ESS user)
	Develop End-user Questionnaire:
	Current roles and responsibilities
	Computer/network access
	Computer/software and computer training experience
Infrastructure Assessment	Business application experience
	Distribute questionnaire and analyze results
	Evaluate current training policies and procedures for:
	Desktop standards
	Content delivery
Delivery Options	Scheduling/Learning Management Systems
	Document control capabilities
	Other training tools and facilities
	Assess current training resources:
	Trainers
	Training Organizations
	Classrooms
	Equipment (computers, monitors, etc.)
	Network capabilities
	Define types of learning instruction options:
	Classroom
	E-Learning
	Self-paced
	Computer-based
	Evaluate types of learning instruction that can be used

Category	Major Training Tasks
RWD Tools	Schedule RWD Info Pak Training
	Receive training on tools
	Install tools
	Develop procedures and instructions for use of tools on the project
Training Material Logistics	Develop prototype of all training materials to be developed
	Determine where final training materials will be stored
	Develop prototype and procedures for business process procedure development
	Develop prototype and procedures for course design development
	Develop procedures for storing and maintaining training material from selected repository
Course Curriculum	Review Blueprint Deliverable, BPML, and Business process flows
	Evaluate Workforce Impact Assessment
	Meet with project team members and SME's as needed to understand change in job functions
	Review SAP roles
	Develop Sap Navigation Course
	Determine which users will attend which classes and build initial class rosters
	Finalize course list and curriculum for each course
Training Plan	Develop Training Plan (details included in next section)
	Determine approach for scheduling and tracking courses
	Determine train-the-trainer strategy
Training Material Development	Develop training material for each course. Each course contains:
	Course outline
	Instructor guide and student manual
	Course slides
	Work Instructions
	Course exercises
	Course exercise data, as needed Additional materials, as appropriate
Training System	Populate SAP training system with exercise data
	Determine number of clients needed for training
	Determine client refresh schedule
	Determine training client update with configuration changes approach
	Load data into master training client
Training Facilities	Reserve classrooms
	Assess network access to training servers
	Develop network/application logins for End-users

Category	Major Training Tasks
Course Instructors	Pilot training course
	Conduct train-the-trainer classes
Training Deployment	Finalize class rosters for each course
	Deploy Learning Management System/Scheduling System
	Schedule courses

The following activities should be conducted prior to the start of Training, typically in the Final Preparation phase:

- Ensure training facilities are set up and ready
- Make appropriate copies of course materials
- Develop course and instructor evaluations
- Conduct training classes
- Evaluate courses
- Facilitate knowledge transfer to appropriate staff for maintenance of all training materials

The information gathered and analyzed from completion of these training tasks will be documented in the SCEIS Training Plan.

5.5.2 Training Plan

The Training Plan is a tactical plan describing how training will be developed and delivered, when, where, and by whom. Based on the information provided throughout the Realization phase, the Training Plan will include a recommended approach to developing and delivering training that will then be modified throughout the Realization phase. The following areas will be addressed by the training plan:

- Detailed curriculum by role
- Materials development standards and procedures
- Technology requirements and plan for implementing e-Learning elements
- Train-the-trainer Strategy
- Detailed trainer staffing plan
- Training rollout schedule covering facilities and trainer assignments
- Logistics plan

- Definition of training assessment and metrics methods
- Description of student tracking and assessment tools and methods

5.5.3 Ongoing Learning Approach

Attending training is not a one-time event. An on-going learning approach will be developed so that employees can be supported after attending training and beyond go-live. In addition, the project team will need to determine a process for training new employees once an agency has gone live and how training materials will be maintained and updated. Listed below are considerations to be addressed in an on-going training strategy that will be developed in the Final Preparation Phase.

- Develop long-term training document management policies and procedures
 - Identify a person or group responsible for updating training documentation and work instructions as State business processes are changed or the SCEIS solution is upgraded over time
 - Identify a person or group responsible for converting updated training documentation into online formats and updating the online performance support system
 - Identify a process for identifying, initiating, reviewing, and approving needed or requested changes to the training materials, documentation, or online performance support system
- Establish a communication process for notifying the SCEIS Training person/team of configuration changes or system updates
- Establish a communication process for notifying end-users when training documentation has been updated
- Determine SAP role maintenance process and the steps to follow when current SAP users have additional roles that have been assigned to their position
- Create standard schedule for refresher courses
- Determine the type of training that will be available for end-users after their agency has gone live
- Develop process for training new hires
- Develop process for evaluating statistics from the RWD Info Pak® – Help Launchpad and determine follow-up training needed for transactions that are most accessed
- Establish means to measure ROI (Return on Investment) on an ongoing basis

